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CUSTOMER SATISFACTION SURVEY: TIGER MUAY THAI

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Title

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Abstract

The fitness industry is blooming, and people are keen on healthy lifestyles. Training centers attract more and more people nowadays. Tourists travel to Phuket, Thailand for training camps lasting several weeks. A well-known training center, Tiger Muay Thai, offers a wide range of fitness classes and working out premises and in addition accommodation, recreational activities, and food services.

The goals of this study are to find out the level of customer satisfaction towards the services offered by Tiger Muay Thai. The research will provide answers to three research questions: what are the existing customer's habits, in what level is the quality of the services, and how Tiger could improve its services. A customer satisfaction survey was used to figure out the level of satisfaction from the existing customers.

The study carried out results on the overall experience customers are receiving at Tiger Muay Thai. Beneficial feedback was received on improving the existing services and possibly developing the future services. Customers seemed to be satisfied with the performance of the trainers and staff but revealed dissatisfaction towards the facility and location. With the customers' valuable feedback, Tiger will be able to serve customers even better and keep its position on the market.

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Nimeke Asiakastyytyväisyyskysely: Tiger Muay Thai Toimeksiantaja: Tiger Muay Thai	
Tiivistelmä <p>Fitness toimiala kukoistaa ja ihmiset ovat innostuneet terveellisistä elämäntavoista. Kuntokeskukset vetävät ihmisiä puoleen tänä päivänä. Turistit matkustavat Thaimaahan, Phuketiin useita viikkoja kestäville treenileireille. Tunnettu kuntokeskus, Tiger Muay Thai tarjoaa laajan valikoiman ohjattuja kuntoilutunteja ja urheilu ympäristön, mutta lisäksi myös majoituspalvelua, vapaa-ajan toimintoja ja ravitsemus palveluita.</p> <p>Tämän opinnäytetyön tavoitteena oli selvittää Tiger Muay Thain tarjoamien palveluiden asiakastyytyväisyyden taso. Tutkimus sisältää vastaukset kolmeen tutkimuskysymykseen: mitkä ovat asiakkaiden tottumukset, mikä on palveluiden taso ja miten Tiger Muay Thai voi parantaa palveluitaan. Asiakkaat täyttivät asiakastyytyväisyyskyselyn tämän selvittämiseksi.</p> <p>Opinnäytetyössä löytyneet tulokset kertoivat asiakkaan yleisestä kokemuksesta Tiger Muay Thailla. Hyödyllistä palautetta saatiin olemassa olevien palvelujen parantamiseksi ja mahdollisten tulevien palveluiden kehittämiseksi. Asiakkaat vaikuttivat tyytyväisiltä ohjaajien ja henkilökunnan toimintaan, mutta epätyytyväisyyttä ilmeni tiloista sekä sijainnista. Asiakkaiden palautteen ansiosta Tiger Muay Thai pystyy jatkossa palvelemaan asiakkaitaan vielä paremmin ja säilyttämään markkina-asemansa.</p>	
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1 INTRODUCTION

1.1 Background

More and more people are concerned about their health. The fitness industry is blooming and it is predicted to keep growing. It can be seen from two perspectives: fitness having both a positive and a negative influence towards people. It is alarming how obesity has increased in the past few years and people are having more physical and mental problems these days. Gym memberships and personal trainers are a good way to get started and make improvements to old lifestyles. Yet, when there is not enough knowledge and common sense involved, this can turn out to be dangerous.

Fitness centres and gyms are available around the corner almost in every country these days. This study deals with Phuket, Thailand, where Martial Arts and training camps are a popular way of life. In Phuket there are various training camps located close by. Tiger Muay Thai has become a well-known and one of the most appreciated camps in Phuket. The camp has 6 rings, hundreds of meters of mat space, an MMA cage, 36 workout stations and over 40 trainers. Tiger Muay Thai now ranks as one of the best Muay Thai training camps in all of Thailand. The staff and trainers of Tiger have worked hard to develop a one-of-a-kind Muay Thai and MMA training camp with an atmosphere that promotes attaining goals, and training hard. (Tiger Muay Thai 2015.)

1.2 Aim

Tiger Muay Thai is keen on competition; they want to offer their customers the best possible experience. In Phuket, the competition is tough among Muay Thai training camps. Tiger Muay Thai has managed to find its place on the market. To be able to keep the position, the facilities, services and prices must be up-to-date at all times. Within years it has formed a solid customer base; therefore, the survey was directed at already existing customers.

Tiger aims to provide the customer everything they need for their stay at the training camp. During high season the camp is packed with customers all over the world. According to Tiger Muay Thai Personal Trainer Ocean Bloom, a very typical customer example would be an Australian flying to Phuket for a training vacation, staying at Tiger Muay Thai and participating in a fitness program lasting from a few weeks to months. (Interview, Bloom, 2015)

The key terms for this study are customer satisfaction, service quality, GAP-model and consumer behaviour. They will be discussed thoroughly in Chapter 3. The research approach used in this study is mainly based on primary data: a customer satisfaction survey that has been handed out to customers at Tiger Muay Thai. The survey consists of ten questions regarding customers' experiences when attending a Tiger training camp. Secondary data has been used from books and web pages.

The main research problem is to find out customers' satisfaction levels towards the services and overall experience that Tiger Muay Thai offers. By finding out the customers' opinions and experiences, Tiger Muay Thai is able to improve and fulfil the customer's needs even better in the future. Because Tiger wants the customers to have an overall successful experience, there are various matters to evaluate, not only the fitness and training classes offered, but also: accommodation, food services, the performance of trainers, facilities, etc. The research is done mainly from the customers' perspective but also considering how Tiger can improve.

The research will provide answers to the following research questions:

- What are the existing customers' habits?
- At what level is the quality of the services?
- How could Tiger improve its services?

The study will carry the customs and habits of the customers. It will give Tiger information whether improvements are needed and in what areas. The results will show the strengths, weaknesses and possible solutions.

1.3 Structure

Figure 1 shows the structure of the thesis. It is divided into five sections: research objective, business environment, research method, theory and results.

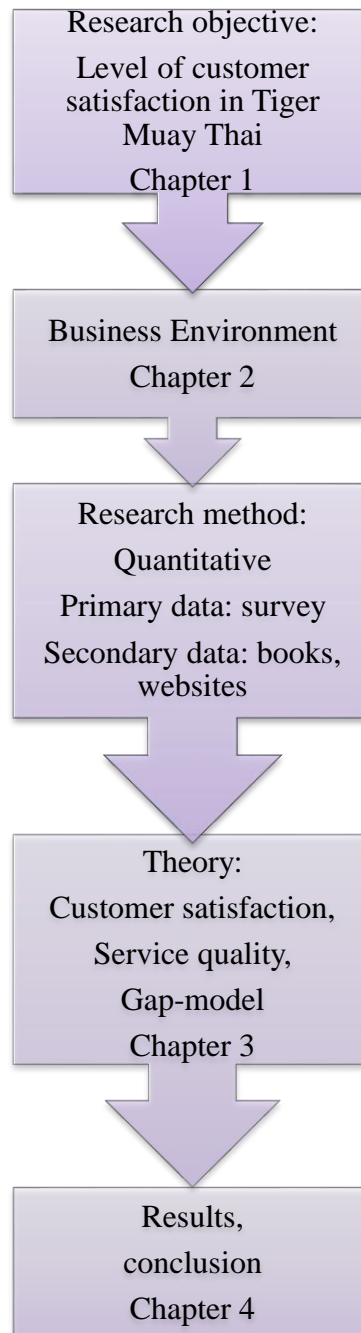


Figure 1. Structure of the study.

2 THAILAND AS A BUSINESS ENVIRONMENT OF TIGER MUAY THAI

2.1 Thailand

Thailand “the Land of a Thousand Smiles” is located in the center of Southeast Asia and it is known to be the 50th largest country in the world. Thailand’s largest Island Phuket, is a well-known tourist attraction. Phuket was named after *pukit*, which means “hill” in Malay. It is located on the west coast of Thailand in the Andaman Sea. Phuket has a tropical monsoon climate and is divided into two seasons: dry and wet, also known as high and low seasons. The dry season starts in December and lasts until March. This is the best time for tourists to visit, due to the hot weather. The remaining eight months are known as the wet season. During that time there is heavy rain and storms.

The Thai culture is influenced by Buddhism, with 95% of the country being Buddhist. “Throughout the country, the most important values that Thai people hold to are respect, self-control, and a non-confrontational attitude. Losing face by showing anger or by telling a lie is a source of great shame for Thai people.” (Reach to teach, culture in Thailand website, reach to teach recruiting, 2014) Smiling and friendly-looking people are seen everywhere. They are taught not to show bad feelings around others.

Thailand has the seventh lowest unemployment rate in the world and only 10% of the population living below the poverty line. It is a relatively economically developed nation. However, while one of the premier tourist destinations in the world, the Thai economy only receives around 7% of its GDP from international tourism revenue, a figure which is nonetheless a substantial 550 billion Baht (14 billion euro). (Tourism Thailand 2014.)

Tourism is a major factor in Thailand; 7% of its GDP for tourism seems small but including the all of the indirect effects of tourism it reaches 16.7% of the GDP. The most popular tourist area and beach resort in Phuket is Patong Beach. During high season it is overcrowded with tourist from all over the world. Patong is known for its long beach, good shopping opportunities and nightlife offerings. (Phuket.com 2015.)

Figure 1 shows the amount of international tourists travelling to Thailand between the years 1998 and 2013. There is a significant rise seen when comparing the year 1998 having 7.76 million visitors and in 2013, 26.74 million visitors. SARS, Tsunami, recession, riots, political instability, flooding and political demonstrations have had an impact on the numbers of international tourists, even though it may not show clearly from the chart.

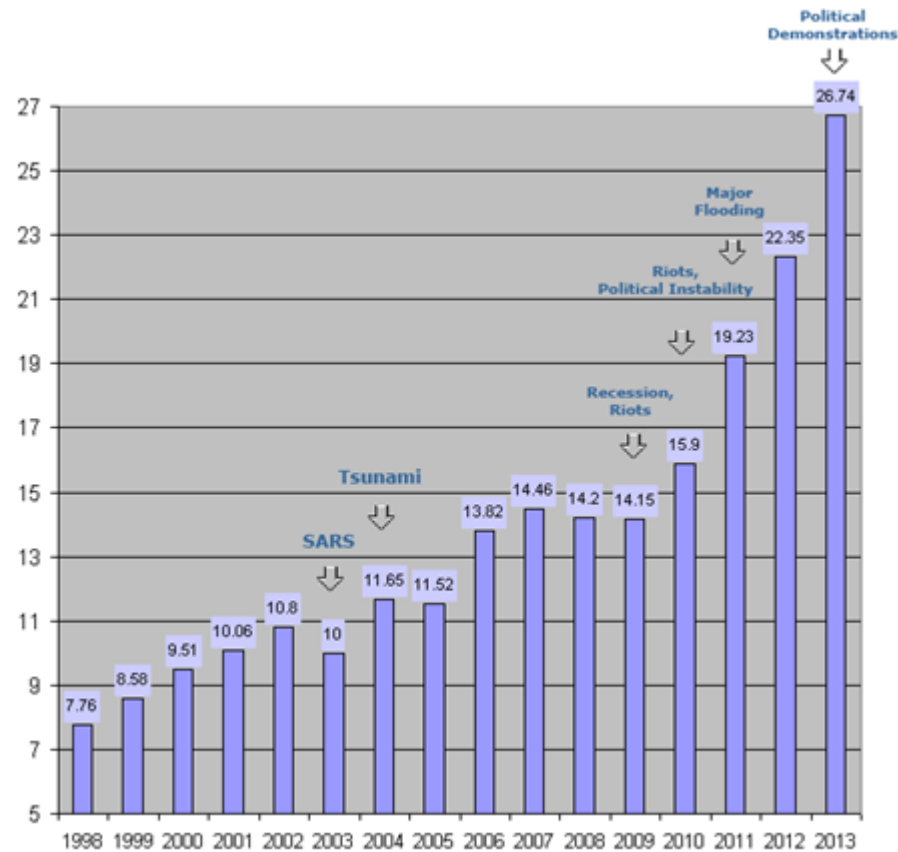


Figure 1. Yearly Tourist Arrivals 1998-2013.

Table 1 shows the tourism statistics for the period January-June 2012, with the percentage change over the same period in 2011. It is noticeable that the Chinese overtook the Malaysians and broken one million for the first time in 2012. Within Europe, Russia located third with 634,312 arrivals and a rise of 12%. The US is the tenth top source-market of arrivals to Thailand with a total of 379,430 (+8.63%). (Thai Travel News 2014.)

Table 1. Tourism statistics from January-June 2011 & January-June 2012.

Rank	Nationality	Jan – Jun 2012	Jan - Jun 2011	% Change
1	China	1,124,234	872,348	28.87
2	Malaysia	1,115,721	1,219,705	-8.53
3	Russia	634,312	565,287	12.21
4	Japan	630,058	565,240	11.47
5	Korea	540,523	515,360	4.88
6	India	504,634	474,653	6.32
7	Laos	464,931	425,925	9.16
8	United Kingdom	433,989	427,497	1.52
9	Australia	427,096	389,566	9.63
10	USA	379,430	349,281	8.63

2.2 The fitness industry in Thailand

2.2.1 Fitness industry globally

Within the past few years the fitness industry has been blooming. Fitness is a hot topic today and has been highly visible in social media. The popularity of fitness has been increasing rapidly over the years, and it has become a trendy sport worldwide. The USA holds the first place in the fitness industry, having more health clubs than any other country. Because of alarming obesity problems other countries are slowly catching up. Fitness can be defined in many ways, according to the The United States Department of Health and Human Services (USDHHS) physical fitness is defined as "a set of attributes that people have or achieve that relates to the ability to perform physical activity". According to the article, physical fitness includes cardiorespiratory endurance, muscular strength, muscular endurance, body composition and flexibility. For some it may include competing, for others just training. In Finland the popularity of fitness has increased tremendously over the past years, mainly fitness that includes competing. According to a survey by the European Commission (2010), Finland tops the podium in physical activity in Europe, and it also places among the most active countries in the world.

Fitness becoming a trendy sport that has had an influence on people of all ages. It has had a positive impact on people, especially the overweight and elderly. Yet, there are serious

health risks involved, which appear mainly in the fitness circles that involve competing. The word fitness may be described in different ways; in this research the aspect used focuses on the existing fitness training services.

There are several reasons why people start to exercise and eat healthy. It may be the will to lose weight and get leaner; for some it is about appearances, the will to modify the body and gain muscle, and for others it is the passion for sports and competing. According to three fitness companies (Lean Bodies, Fitness First and Pure Fitness), many people are focused on weight loss. It is also the most common reason that an individual will start to diet and enrol in a fitness programme. “Most of our members want to lose some weight and improve their health,” says Nuku Fitness First’s regional fitness manager (Healthcare Asia Daily 2012).

2.2.2 The fitness industry in Asia

China is the leading growth region in the Asia/Pacific with rising membership and a growing presence of international fitness companies. According to the HealthCare Asia Daily each year the obesity rate in Asia is increasing by around 1%. The obesity rate going up has had an influence on the growing popularity of fitness and weight loss programs. Hilmy Rahman, the CEO of Lean Bodies, claims that the evolving technology has a positive influence on the fitness industry. With phone applications and gadgets people can easily find out information about exercising and nutrition. (Bizmology 2012.)

The trend of parents enrolling their children in health clubs has not reached Asia yet. Rahman confirms that there is an alarming trend of obese children in the region. “A recent survey showed one in four under 12 year-olds is either overweight or obese. We certainly will play our part in helping to arrest and hopefully reverse this trend. In fact we do have future plans to conduct exercise clinics in schools and teach kids not just to exert but also to eat healthily.” (HealthCare Asia Daily 2012.)

Overweight and obesity are the fifth leading risk factors for global deaths. Nearly 2.8 million deaths occur every year. In SEAR countries nearly 0.35 million deaths occurred due to overweight and obesity. The Figure 2 shows the percentage of overweight adults

in Thailand 2004-2009. Both overweight and waist circumferences have increased for both male and female. Among males, obesity increased from 23% in 2004 to 29% in 2009, whereas 35% in 2004 to 41% in 2009 among females in Thailand. In Thailand, socioeconomic status strongly influences obesity in males, but not in females- the wealthier, the higher the obesity rate.

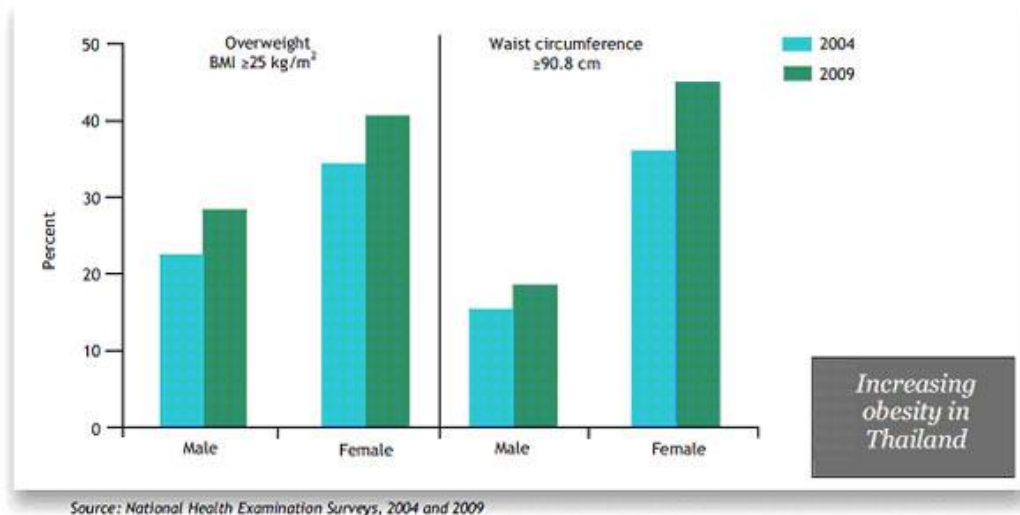


Figure 2. Percentage of overweight adult population, by sex, Thailand, 2004-2009 (Source: WHO-2011 report).

A big part of the fitness industry includes fitness and bodybuilding competitions. Asia is keen on competing. According to the ThaiBody website there are many Thai athletes competing in bodybuilding, both women and men. The athletes that are competing have been training their body and building muscle for years before entering competitions. (Thaibody 2015.)

2.2.3 Fitness training in Thailand

In Phuket, Thailand training services have gained popularity among tourists. Tiger Muay Thai serves both locals and tourists. Locals are mainly seen working at the camp, in the office and as Muay Thai trainers. Some local Thais participate in Muay Thai training classes.

According to Tiger, the main customer base consists of tourists. People travel from all over the world to Phuket to enjoy their holidays on the beach but surprisingly as well to participate in weeks or months long training camps at Tiger Muay Thai. During their stay, they fully concentrate on training and attend many training session per day. Everyone has their own reason, whether it is losing weight, gaining muscle or practicing for a competition. Fitness is a sport that combines all type of people. Tourists are the main group joining the different fitness classes and trying out new sports. (Tiger Muay Thai 2015.)

2.3 Tiger Muay Thai

2.3.1 Background

Thailand is the land of Muay Thai. Muay Thai was born in the 19th century and developed and spread internationally in the 20th century. Tiger Muay Thai is a Mixed Martial Arts (MMA) training camp located in Chalong, Phuket, Thailand. Tiger Muay Thai is known as the globe's biggest and most recognized Muay Thai training facility and it has fast become a training ground for the world's most elite and dominant athletes. Continually featured on documentaries, travel shows and throughout a variety of mass media outlets, Tiger has gained a well-deserved reputation as the premier destination for Muay Thai, MMA and fitness training. (Tiger Muay Thai 2015.)

TMT founder and CEO Will McNamara started Tiger in 2004 with a vision of bringing quality Muay Thai training to everyone. Although TMT started with just one ring, it now

has seven boxing rings, an MMA cage, 36 workout stations and over 40 Muay Thai trainers. The camp also has three personal trainers devoted to various fitness specialties who are also professional athletes. (Tiger Muay Thai 2015.)

Tiger Muay Thai is located in Chalong, a place where many foreigners live. The road where Tiger is situated is known to be a training area. It is full of training camps, hotels, restaurants, and spas. When tourists travel to Phuket to train, this is the place to be. It is very popular especially among Swedish, Australians and New Zealanders to book a hotel for months and focus only on training for that period of time. When athletes travel to Phuket, they are not fond of the beaches; they have full concentration on developing and challenging their training.



Picture 1. Tiger Muay Thai logo.

2.3.2 Training services in Tiger Muay Thai

The facilities differ quite a lot compared to the gym and training facilities Europeans are used to. There are training areas for Muay Thai, BJ, MMA, Western Boxing, Krabi Krabong, Crossfit and Bodyfit. Tiger also has an indoor gym with free weights and machines and an outdoor lifting area. Tiger invests in training; that is why the training areas

are spacious and fit plenty of people. The fitness classes are held outside. There is a huge mat area where the body fit and cross fit classes are held. There is different equipment along the sides used for the classes. Every week the body fit class does a beach workout and Big Buddha run outside the camp; this offers more variety and challenge to the training. The MMA is divided into four different training areas: the beginner, the intermediate, advanced and pro. (Tiger Muay Thai 2015.)



Picture 2. Body Fit class, Tiger Muay Thai Co. Ltd, Phuket, Thailand.

Today Tiger Muay Thai offers programs and training classes for everyone, no matter what fitness level. It is a training facility filled with different nationalities, different ages and different training backgrounds. It is a place for everyone, a place that combines and brings people together sharing the same passion.

2.3.3 Additional services in Tiger Muay Thai

Tiger focuses on offering training services, but it also offers additional services. The camp area is made to offer accommodation, food services and a gear shop. Tiger also offers the customers the possibility to participate in trips and other recreational activities. The accommodation is available to suit any budget. At the camp they offer standard bungalows,

budget rooms and dorm rooms. The street on which Tiger is located is also full of choices, from budget rooms to resorts.

The Tiger Grill is available to the training customers but also to everyone else. The grill serves a mix of Western and Thai dishes. They have planned a Tiger Grill menu to make sure the training athletes have healthy and nutritious food within reach. “You are investing your time, body, soul and money on your visit. It is our job to provide you with the best fuel possible. You will achieve your goals at Tiger because nothing tastes as good as thin feels. Everyone at Tiger is trying to reach a goal; you are not alone, we are all in this together.” (Tiger Muay Thai website, 2015.) The menu has many options and something for everyone. It consists of breakfast, snacks such as smoothies, protein shakes, fresh organic juices, fresh fruits and vegetables and also different dining options. The chefs value local fresh products and concentrate on how the food is made. Because it needs to be healthy, they do not fry the food nor use MSG. Extra Virgin oil is a good and healthy option and used in the restaurant. It is open Monday to Friday 7 am - 9 pm, Saturday 8 am - 7 pm, Sunday 9 am - 5 pm. (Tiger Muay Thai 2015.)

2.3.4 Competitors

Because combat sport is very popular, Tiger has several competitors, some located on the same street. The main competitors found in the same area are: Unit 27 Gym, PhuketFit. Maximum Muay Thai is located at Patong beach, which is the popular tourist area. The above mentioned training facilities offer similar training services and continuously compete with Tiger Muay Thai. The prices are on the same level, which makes the competition tough.



Picture 1, Logos of competitors.

3 CUSTOMER SATISFACTION IN SERVICES

3.1 Service quality

Service quality is difficult to measure; it is hard to understand what dimensions of quality are important to customers in the evaluation process. There are three research approaches used to measure service quality:

- performance-only measures;
- disconfirmation models;
- importance-performance approaches

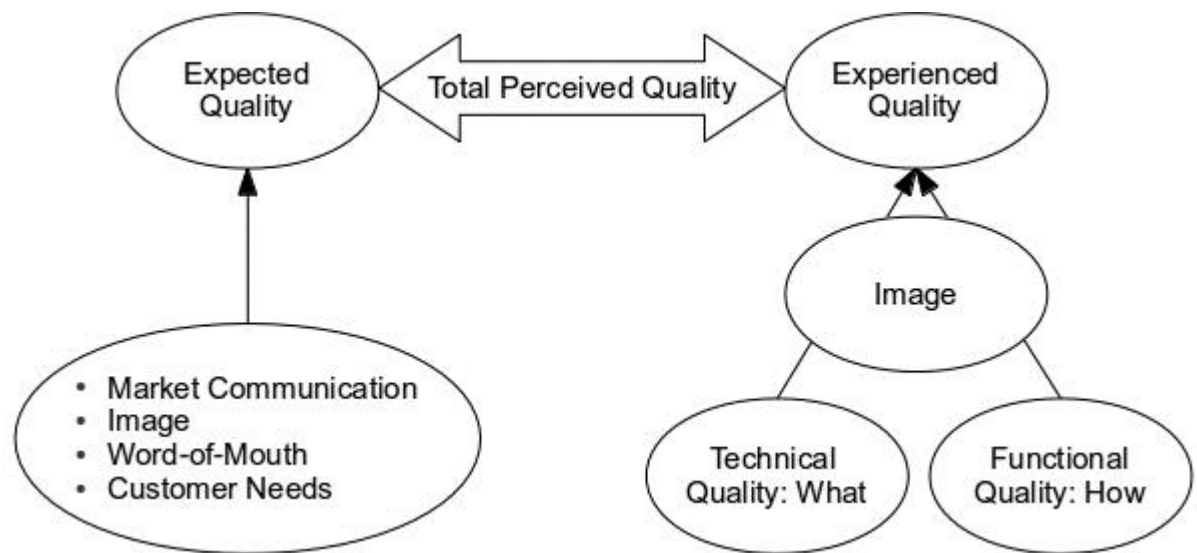
Organizations' use of quality measurement methodologies combines elements of more than one approach. The performance-only measure is the simplest approach used. The idea is to ask customers to rate the performance of a service. This approach was used to figure out the level of customer satisfaction at Tiger Muay Thai. (Principles of service marketing 284.)

SERVQUAL is an instrument used for measuring how customers perceive the quality of a service. It is based on five determinants (tangibles, reliability, responsiveness, assurance, empathy) and on a comparison between customers' expectations of how the service should be performed and their experiences of how the service is rendered. The SERVQUAL scale should be applied carefully, and the determinants and attributes of the instrument should always be reassessed in any situation. Because services, markets and cultural environments are different, it can be necessary to add new aspects of the service and sometimes to exclude some from the measurement instrument used.

Figure 3 illustrates how quality experiences are connected to traditional marketing activities resulting in a perceived service quality. The quality of a service, as perceived by the customer, is the result of a comparison between the expectations of the customer and his or her real-life experiences. If the "experienced quality" exceeds "expected quality," the "total perceived quality" is positive. If expectations are not met by performance or the actual experience, the perceived quality is low.

In Figure 3, the expected quality is a function of a number of factors: marketing communication, word of mouth, company/local image, price, customer needs and values. The

level of total perceived quality is not determined by the level of technical and functional quality dimensions, but rather by the gap between the expected and experienced quality. Image plays a central role in customer perception of service quality and is as important to a service firm as to any other organization. (Grönroos 2007.)



GRÖNROOS (1990) MODEL OF SERVICE QUALITY

Figure 3. Model of service quality.

3.2 GAP Model

Another model of service quality used is called the five gap model. It introduces the main requirements for delivering a high level of service quality by identifying the five gaps that may lead to unsuccessful delivery of service. It was developed in 1985.

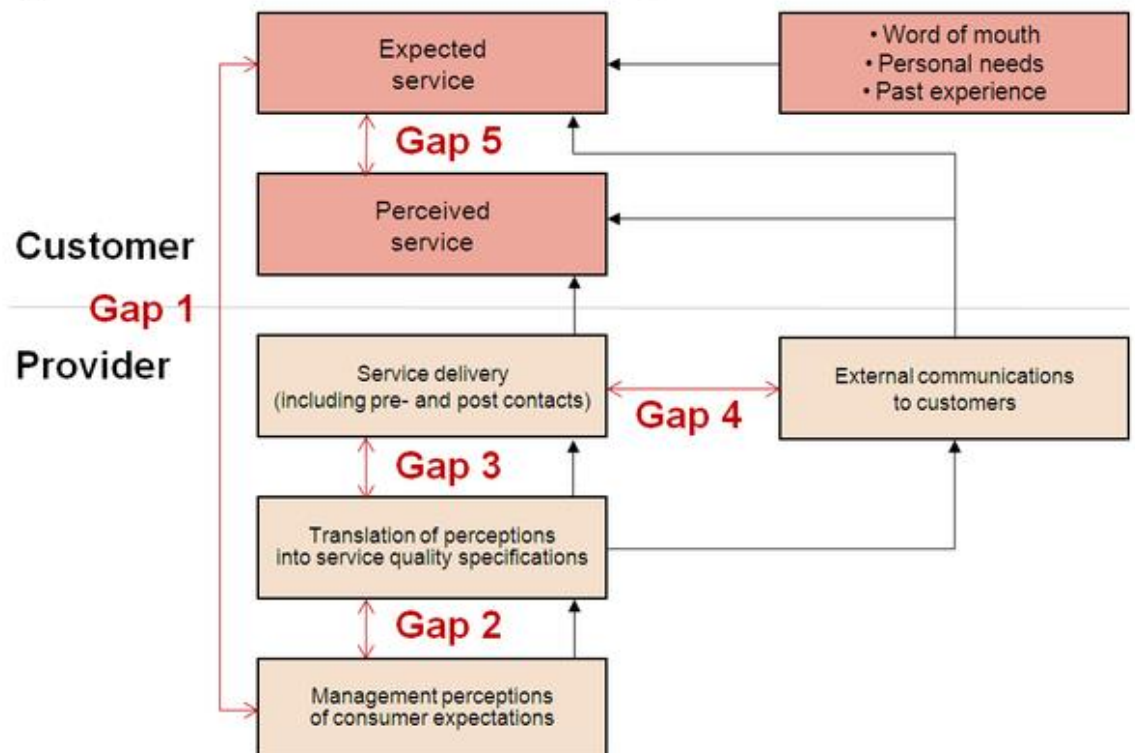


Figure 4. GAP-model of service quality.

Customers tend to compare the service they experience with the service they expect to receive. When the experience does not match with the expectation the gap shows.

Gap 1: The gap between consumer expectations and management perception. This gap arises when the management or service provider does not correctly perceive what the customer wants or needs. In the Tiger Muay Thai case an example could be Tiger's employees may believe that their customers want more options in the Tiger Grill menu, but the customers may want more effort from the instructors during fitness classes. There are

some factors that affect the size of the knowledge gap. These factors are market research and communication channels.

Gap 2: The gap between management perception and service quality specification. This happens when the service provider might correctly perceive what the customer wants, but may not set a performance standard. As an example Tiger's employees tell the instructors to make changes in the plans, but this does not happen immediately.

Gap 3: The gap between service quality specification and service delivery. This gap may arise to the service personnel in different situations. It may happen due to poor training, incapability or unwillingness to meet the set service standard. An example for Tiger would be a high standard of hygiene in the training areas, but the staff for cleaning services would be poorly trained.

Gap 4: The gap between service delivery and external communication. Consumer expectations are highly influenced by statements made by company representatives and advertisements. The gap arises when these assumed expectations are not fulfilled at the time of delivery of the service. As an example Tiger advertises on its brochures to have clean and up to date gym equipment, but the reality turns out to be something else. Therefore, the customers' expectations are not met.

Gap 5: The gap between expected service and experienced service. This gap arises when the consumer misinterprets the service quality. As an example during Tiger's fitness class the instructor corrects the customers' technique for it to be more effective, and the customer feels embarrassed and not willing to try longer.

3.3 Consumer behavior

Consumer behavior is the study of how individual customers, groups or organizations select, buy, use and dispose ideas, goods, and services to satisfy their needs and wants. The company that really understands how consumers will respond to different product features, prices and advertising appeal has a great advantage over its competitors. Therefore, companies and academics have researched heavily the relationship between marketing stimuli and consumer response. Their starting point is the stimulus–response model of buyer behavior shown in Figure 2. This shows that marketing and other stimuli enter the consumer’s ‘black box’ and produce certain responses. Marketers must figure out what is in the buyer’s black box. Marketing stimuli consist of the four Ps: product, price, place and promotion. Other stimuli include significant forces and events in the buyer’s environment: economic, technological, political, and cultural.

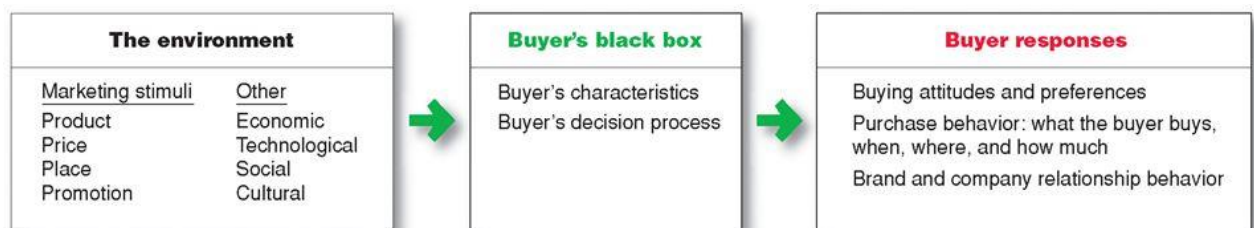


Figure 5. Black Box model of consumer buying behavior.

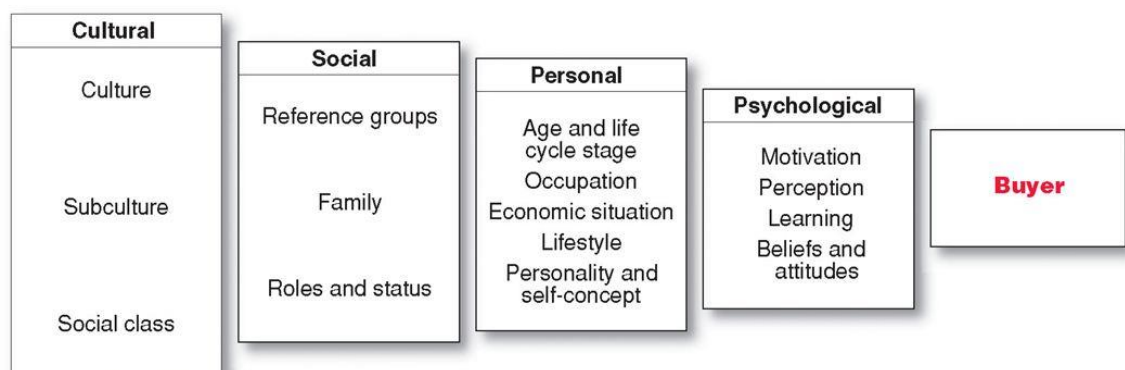


Figure 6 Factors influencing behavior.

Consumer purchases are influenced strongly by cultural, social, personal, and psychological characteristics, as shown above in Figure 3. For the most part, marketers cannot control such factors but they must take them into account. Cultural factors exert the broadest and deepest influence on consumer behavior. The marketer needs to understand the role played by the buyer's culture, subculture, and social class.

A consumer's behavior is also influenced by social factors, such as the consumer's small groups, family, and social roles and status. Because these social factors can strongly affect consumer responses, companies must take them into account when designing their marketing strategies. A buyer's decisions are also influenced by personal characteristics such as the buyer's age and life-cycle stage, occupation, economic situation, lifestyle, and personality and self-concept. Finally a person's buying choices are further influenced by four important psychological factors: motivation, perception, learning, and beliefs and attitudes.

4 METHODS

This chapter consists of information about the methodology used in the research. It will introduce the research question, description of the methods, questionnaire design, and also implementation and discussion parts.

4.1 Research question

The research will provide answers to the following research questions:

- What are the existing customers' habits?
- On what level is the quality of the services?
- How could Tiger improve its services?

The questions above were discovered before the questionnaire was designed. The idea of the customer satisfaction survey was to find out the habits of Tiger Muay Thai's customers, the level of the quality of the services, and also figure out what improvements could be made in the near future.

4.2 Description of the methods

The customer satisfaction survey was implemented in Phuket, Thailand. The survey was sent to Thailand on the 9th of October 2014 to Joey Angeles, an employee at Tiger Muay Thai. Joey was in charge of printing out the customer satisfaction surveys and setting them out for the customers to answer. The customers were handed out the questionnaires, and they wrote down the answers and comments themselves. They were not interviewed. The timing was perfect, as the high season just starting. Joey sent the replies back to Finland in many batches. In all 88 answers were received; the goal was 100.

4.3 Questionnaire design

The questionnaire was designed to be simple and easy to answer, while still having the possibility to write down personal comments and opinions. The questionnaire consisted of background information (age, gender, nationality) and ten separate questions. The questions were mostly close-ended, and the respondents had to choose the best alternative. Four questions were designed to be in tabular form. In addition, two open answered questions were situated at the end, where customers could express their opinions and comments.

Questions 1-4 were designed to figure out the habits of the existing customers; how long they have been customers, why have they chosen Tiger Muay Thai as a training facility, how many times a week are they practicing, and which classes are they participating in. Question 5 was to find out the quality of the services using the scale from 1 to 5, with 1 being the lowest and 5 being the highest. Question 6 dealt with the food services at Tiger grill, and the customers were asked to evaluate eight different facts, if they had experienced the food services offered. Four different answer options were given: strongly agree, agree, disagree, and strongly disagree. The performance of trainers was evaluated in question 7 and overall training experience in question 8. Questions 9 and 10 were about improvement suggestions towards the existing services and possible future services.

4.4 Evaluation and discussion

In my point of view the customer satisfaction survey turned out to be successful. The survey brought out answers to the main research questions, and customers' comments gave ideas for future improvement.

5 RESULTS OF CUSTOMER SATISFACTION SURVEY

This chapter will cover the results of the customer satisfaction survey made for Tiger Muay Thai. The survey was done during the start of high season, which made it possible to gather answers from tourists. All in all, 88 survey answers were collected.

5.1 Background

The background information of the respondents consists of age, gender and nationality. Age was divided into four categories: Under 20, 21-30, 31-40 and over 40. As Table 2 shows, 21-30 year-olds were the biggest age group represented, with 26 male and 25 female respondents. Comparing the nationalities, according to the survey, Europeans were the biggest customer group, Australians second and North Americans third.

Table 2, Age-Gender Distribution.

		Age				Total
		Under 20	21-30	31-40	Over 40	
Gender	Female	0	25	12	2	39
	Male	2	26	12	4	44
Total		2	51	24	6	83

5.2 Participation

As the Table 2 in Appendix 1 shows, the most active group are the Europeans. 39 Europeans train three or more times per week. Customers from Australia and North America also tend to train three or more times per week. This tells that the customers attending Tiger Muay Thai are active and committed to training.

The survey shows that the biggest group of customers were 21-30 years of age and they have been customers at Tiger Muay Thai for under a three-month period of time. In second came 31-40 year-olds, who also had been customers for under three months. Because Tiger Muay Thai is mostly attracting tourists, this explains that they are not able to commit as a customer for a long term, since they are only visiting Phuket for a certain period of time. Over one year customers was a tie between Asians and Europeans, both having three responses. (See Appendix 1, tables 1 and 3).

By viewing the Table 4 in the appendix 1, the most popular training class held by Tiger Muay Thai turned out to be bodyfit, with 33 female and 24 male customers. In second was cross-training, with 30 female and 23 male; third was Muay Thai, with 19 female and 33 male, and fourth yoga, with 23 female and 15 male customers. The least attended class among the respondents was MMA (Mixed Martial Arts), with 4 female and 14 male customers. Europeans had the highest turnout between the different nationalities. When comparing the genders, the study shows that females attended mostly cross-training, bodyfit and yoga classes, whereas males preferred Muay Thai first followed up with cross-training and bodyfit.

Table 3 shows the reasons why different nationalities have chosen Tiger Muay Thai as a training facility. There were five different options to be answered: equipment, services, location, price, and professional trainers. By far one option stood out from the rest: services. 34 customers have chosen Tiger Muay Thai because of the services it offers. In second was professional trainers and third location. From the comment parts, one comment was saying Tiger Muay Thai should be located next to a swimming beach.

Table 3 Reason for choosing TMT as a training facility by nationality

	Reason					Total
	Equipment	Services	Location	Price	Professional trainers	
Asia	0	4	1	1	1	7
Europe	2	19	8	6	13	48
Australia	1	3	1	1	3	9
North America	0	4	2	0	1	7
New Zealand	0	1	0	0	1	2
Africa	0	3	1	0	0	4
Total	3	34	13	8	19	77

5.3 Satisfaction towards staff and trainers

Satisfaction with the trainers at Tiger Muay Thai is remarkable. As Table 5 shows, the option “strongly agree” gathered the most responds in seven different evaluation parts. The parts are: giving detailed instructions, being professional and educated, being dedicated towards training, motivating customers, being well-prepared for class, treating everyone as individuals, and being punctual. Being well-prepared for class, dedicated towards training and motivating customers reached the highest scores. The study shows that part of the customers choose Tiger Muay Thai as a training facility because of the professional trainers and are satisfied with their overall performance.



Picture 3, Tiger Muay Thai trainers, Tiger Muay Thai Co. Ltd, Phuket, Thailand, 2015.

Mostly positive comments were left, such as “love the trainers”, but one negative statements stood out. One commenter noted, “Trainers do not give enough help for individuals”. Some thought it is hard to evaluate the performance of the trainers because every trainer is different. Table 5 states a noticeable difference between 21-30 and 31-40 age groups regarding the fact that trainers give detailed instructions. 33 21-30 year olds strongly agreed on the statement, while only 9 31-40 year olds did.

Staff were evaluated in two questions of the survey. Customers agree and strongly agree on the matter that the staff is friendly at Tiger Muay Thai. Two customers had left a comment saying that the staff is very nice to customers and one comment saying the staff is always smiling.

5.4 Quality of service

The customers were asked to evaluate seven areas using the scale 1-5. These were: gym facility, training area, trainer’s performance in class, location, prices, staff and atmosphere. As Table 5 shows, the customers seem to be overall quite satisfied with the services, yet some areas need to be fixed. 21-30 and 31-40 year-old females and males wish the equipment would be better. Customers seem to be very satisfied with the staff and trainers. Some wish for improvement on the facility and location.

Several comments were left by the customers. What comes to the facilities, one customer suggested that there could be mirrors in the fitness area for form checking. Also, the bodyfit area mats should be changed more often because of heavy sweating. Many customers hope that the training areas will be cleaned more often in the future. There was a lot of discussion about the equipment which seemed to be one of the most dissatisfied areas. Customers hope that Tiger replaces the rusted old bars and dumbbells with new ones. Other comments stated that the trips organized by Tiger Muay Thai have been fun and the atmosphere is good.

Customers were also asked to evaluate 14 statements dealing with the whole experience that they get when going to Tiger Muay Thai. According to Table 7 several 21-30 year-olds disagreed with the fact that the premises are clean. A few strongly disagreed and

disagreed with the statements that the gym equipment are up to date. Eight Europeans disagreed and two strongly disagreed that the locker room is safety. Out of the 31-40 year-olds three strongly disagreed and five disagreed that the shower area is hygienic. Customers agreed that the opening hours are reasonable, the atmosphere is easy-going and the classes are well-planned.

The Gap-model, which is introduced in Section 3.2 is a good tool to find out the gaps in the service quality. Gap 4 (the gap between service delivery and external communication) could be recognized in this case. Customers' expectations are not met; they assume Tiger Muay Thai has clean and up to date gym equipment, but in reality they are not fully satisfied.

5.4.1 Quality of Tiger grill services

The customers were asked to evaluate the food services offered at Tiger grill. Not all of the customers that answered the survey had used the food service at the camp. The customers that had agreed with most of the statements. There were eight statements to be evaluated which were: Tiger menu is diverse, the food is nutritious, the food is tasty, the dishes look attractive, there are options available for allergic/vegetarian customers, the food is fresh, the prices are decent and dishes are served fast. The most disagrees were gained from the following two statements: decent prices and options available for allergic/vegetarian customers. The only two statements to which a few customers had strongly disagreed on were decent prices and that the food is served fast. According to Table 5 in Appendix 1 females agree on the decent prices more than males. Europeans have the highest number of answers.



Picture 4, Tiger Grill, Tiger Muay Thai Co. Ltd, Phuket, Thailand, 2015.

A few additional comments were left by customers. One commented that the dishes look good but need to be cooked properly. Another comment stated that the shakes Tiger grill offers are tasteful. One customer said that the kitchen staff are always smiling and friendly towards customers. All in all customers were satisfied with the service and food of Tiger grill.

5.5 Improvement suggestions

5.5.1 Improving the existing services

The customers were asked to reply to two open answer questions. They were asked how Tiger Muay Thai could improve their existing services. The customers at Tiger Muay Thai wish that the premises would be cleaner and cleaned more often. Several comments hoped that the hygienic level and cleanness would be better. One customer pointed out that it would be appropriate to have separate shower and toilet areas and also safe lockers where customers could store training bags when participating in classes.

One comment was directed to the trainers. A customer suggested that in the future the trainers could introduce themselves to new customers in the beginning of the classes. Another comment to the trainers during the class was that there could be more variety in

the music that is played. One comment was left for all the employees at Tiger Muay Thai: that Tiger Muay Thai takes better care of fighters than other customers.

In the Tiger Muay Thai store that is located at the camp, one customer hoped to find a larger variety of proteins and gainers.

5.5.2 Other services in the future

Another question asked was: what other services would the customers like to have in Tiger Muay Thai center. Customers hoped for new equipment such as: treadmill and more 6 kg kettle bells. There were a few comments about the old rusty equipment that should be replaced with new ones. Customers wished to have supportive services in the camp area such as: Physio, a massage center, sauna, a hot tub, and many hoped for a swimming pool. Also different activities and classes were asked, such as: soccer, aikido, TRX-class, hot yoga break dance, and bodypump.

The customers training at Tiger Muay Thai train a lot and are also interested in nutrition. Several comments hoped to have a nutrition class and healthy cooking class in the future. Two customers mentioned that air conditioning would be needed and also better Wi-fi in the camp area.

6 CONCLUSION AND COMMENTS

Customer satisfaction survey turned out to be a successful choice to gather information from a large amount of people. All together 88 responses were collected, yet not all questions were answered by each respondent.

When the goal is to find out the level of satisfaction of the services, the existing customers are the right people to approach. The survey revealed that Tiger Muay Thai's customers are satisfied with the performance of trainers and staff. Working out, achieving the set goals and trying to lose weight are big issues. It is necessary to receive support and cheer from the people around. Tiger Muay Thai's trainers invest in motivating and taking care of their clients. The trainers have received positive feedback for the effort they put to their jobs.

Even though customers seemed to be mostly satisfied, Tiger needs to concentrate on developing certain areas. Customers were somewhat unhappy with the premises and location. The hygiene level needs to be improved, and cleanness has to be one of the top priorities. The author recommends the developmental suggestions that Tiger hires separate cleaners and an inspector. By having an inspector visit regularly, the hygiene level will be under observation.

The implementation of the survey was partly challenging due to the long distance. The expected number of answers (100) was not quite reached. Not being able to set up the survey at the location and reach the customers myself made it challenging. The communicating and the process of receiving enough responses took time.

The fitness industry's growth and popularity has increased the demand for training facilities and training classes. Training centres such as Tiger Muay Thai need to keep developing their services to keep up with the competitors. Tiger Muay Thai needs to be continuously up to date and active to maintain its position on the market. It has reached a solid customer base and a good connection with its clients.

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Appendix 1

Age * Customer Crosstabulation

Table 1

	Customer			Total
	Under 3 months	3-12 months	Over one year	
Under 20	3	0	0	3
21-30	38	8	5	51
31-40	14	4	6	24
Over 40	4	2	0	6
Total	59	14	11	84

Nationality * Times Crosstabulation

Table 2

	Times		Total
	1-2	3 or more	
Asia	3	4	7
Europe	7	39	46
Australia	1	8	9
North America	1	7	8
New Zealand	0	3	3
Africa	1	3	4
Total	13	64	77

Nationality * Customer Crosstabulation

Table 3

		Customer			Total
		Under 3 months	3-12 months	Over one year	
Nationality	Asia	3	1	3	7
	Europe	40	5	3	48
	Australia	7	1	1	9
	North America	3	3	2	8
	New Zealand	0	3	0	3
	Africa	3	1	0	4
Total		56	14	9	79

Table 4

		Gender		Nationality						
		Fe- male	Male	Asia	Eu- rope	Austra- lia	North Ame- rica	South Ame- rica	New Zea- land	Africa
		Count	Count	Count	Count	Count	Count	Count	Count	Count
Muaythai	Yes	19	33	5	29	6	5	0	1	3
	No	20	10	2	19	3	3	0	2	0
Rawfitness	Yes	17	13	3	13	3	5	0	3	0
	No	22	31	4	35	6	3	0	0	4
Crosstrai- ning	Yes	30	23	5	30	6	4	0	2	3
	No	9	21	2	18	3	4	0	1	1
Bodyfit	Yes	33	24	6	31	7	4	0	3	3
	No	6	20	1	17	2	4	0	0	1
Yoga	Yes	23	15	4	18	5	5	0	2	2
	No	16	29	3	30	4	3	0	1	2
MMA	Yes	4	14	1	9	3	3	0	1	0
	No	35	29	6	39	6	5	0	2	3
Others	Yes	6	14	2	12	1	1	0	0	2
	No	33	30	5	36	8	7	0	3	2

Table 5

		Gender		Nationality						
		Female	Male	Asia	Europe	Australia	North America	South America	New Zealand	Africa
		Count	Count	Count	Count	Count	Count	Count	Count	Count
Menu	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	2	2	0	4	0	0	0	0	0
	Agree	24	22	5	22	7	5	0	2	3
	Strongly Agree	9	19	1	19	1	3	0	1	1
Food	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	2	1	0	3	0	1	0	0	0
	Agree	25	23	6	21	7	4	0	3	3
	Strongly Agree	9	18	0	21	1	3	0	0	1
Tasty	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	0	1	0	2	0	0	0	0	0
	Agree	28	28	6	28	6	6	0	3	2
	Strongly Agree	8	14	0	16	2	2	0	0	2
Attractive	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	1	0	0	0	0	0	0	0	0
	Agree	26	18	6	21	6	5	0	2	2
	Strongly Agree	10	24	0	25	3	2	0	1	2
Options	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	4	3	2	3	2	0	0	0	0
	Agree	19	19	4	21	4	4	0	3	1
	Strongly Agree	10	17	0	19	2	3	0	0	3
Fresh	Strongly Disagree	0	0	0	0	0	0	0	0	0
	Disagree	0	4	0	2	0	2	0	0	0
	Agree	25	20	5	24	7	3	0	3	1
	Strongly Agree	11	19	1	20	2	3	0	0	3
Decent	Strongly Disagree	2	0	0	1	0	1	0	0	0
	Disagree	6	9	1	10	2	1	0	1	0
	Agree	25	23	5	23	6	5	0	2	4
	Strongly Agree	3	11	0	12	1	1	0	0	0
Serving	Strongly Disagree	3	1	0	2	0	1	0	0	0
	Disagree	3	5	0	5	1	2	0	1	0
	Agree	24	27	6	27	6	4	0	2	2
	Strongly Agree	6	10	0	12	1	1	0	0	2

Table 6

		Age				Gender		Nationality						
		Under 20	21-30	31-40	Over 40	Female	Male	Asia	Europe	Australia	North America	South America	New Zealand	Africa
		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Facility	1	0	3	3	0	4	2	1	3	0	2	0	0	0
	2	0	7	3	0	5	5	1	4	2	1	0	0	1
	3	0	13	4	0	7	10	2	9	3	2	0	1	0
	4	3	17	8	4	11	20	2	19	3	1	0	1	3
	5	0	9	5	2	10	6	1	11	1	2	0	0	0
Equipment	1	0	1	4	0	3	2	1	1	0	3	0	0	0
	2	0	5	4	0	6	3	1	4	1	1	0	0	0
	3	2	19	5	2	11	16	3	13	6	2	0	1	1
	4	1	19	6	3	12	17	1	22	1	1	0	1	3
	5	0	5	5	1	5	6	1	7	1	1	0	0	0
Trainers	1	0	1	1	0	0	2	0	1	0	0	0	0	1
	2	0	1	0	0	0	1	0	1	0	0	0	0	0
	3	0	0	3	0	3	0	1	1	0	1	0	0	0
	4	0	18	9	3	10	20	3	14	5	3	0	2	0
	5	3	29	11	3	24	21	3	31	3	4	0	0	3
Location	1	0	2	1	0	0	3	0	1	0	0	0	0	1
	2	0	3	0	0	0	3	0	3	0	0	0	0	0
	3	0	8	5	2	7	8	1	9	1	1	0	0	2
	4	2	15	4	3	9	15	3	16	2	0	0	2	1
	5	1	22	14	1	22	15	3	19	6	7	0	0	0
Prices	1	0	0	1	0	0	1	0	1	0	0	0	0	0
	2	1	7	1	0	2	7	1	4	0	2	0	0	1
	3	1	18	3	3	12	13	2	13	5	2	0	2	1
	4	1	12	7	3	13	9	3	12	2	1	0	0	2
	5	0	13	12	0	12	13	1	18	2	3	0	1	0
Staff	1	0	1	1	0	0	2	0	1	0	0	0	0	1
	2	0	3	1	0	2	2	0	1	1	2	0	0	0
	3	0	3	2	0	2	3	1	3	0	1	0	0	0
	4	3	15	9	3	13	16	4	16	5	1	0	1	0
	5	0	27	11	3	20	21	2	26	2	4	0	2	3
Atmosphere	1	0	0	1	0	0	1	0	1	0	0	0	0	0
	2	0	3	2	0	2	3	0	2	0	1	0	0	1
	3	0	2	4	0	4	2	2	2	0	1	0	1	0
	4	1	13	4	3	7	14	1	9	4	3	0	0	0
	5	2	31	13	3	24	24	4	33	4	3	0	2	3

		Age				Nationality						
		Under 20	21-30	31-40	Over 40	Asia	Europe	Australia	North America	South America	New Zealand	Africa
		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Arriving	Strongly Disagree	0	0	0	0	0	0	0	0	0	0	0
	Disagree	0	1	0	0	0	1	0	0	0	0	0
	Agree	1	25	10	3	5	17	6	3	0	1	4
Parking	Strongly Agree	2	25	14	3	2	30	3	5	0	2	0
	Disagree	0	0	0	0	0	0	0	0	0	0	0
	Disagree	0	3	1	0	0	3	0	0	0	1	0
Welcomed	Agree	2	25	11	2	5	21	7	4	0	1	1
	Strongly Agree	1	20	10	3	2	20	2	4	0	1	2
	Disagree	0	1	1	0	0	0	0	1	0	0	0
Easygoing	Disagree	0	2	4	0	1	2	2	0	0	0	0
	Agree	2	27	8	5	4	25	5	4	0	1	2
	Strongly Agree	1	21	11	1	2	21	2	3	0	2	2
FRIENDLY	Disagree	0	0	0	0	0	0	0	0	0	0	0
	Disagree	0	0	1	0	0	1	0	0	0	0	0
	Agree	2	26	11	5	4	23	7	5	0	1	2
Premises	Strongly Agree	1	24	12	1	3	24	2	3	0	2	2
	Disagree	0	0	0	0	0	0	0	0	0	0	0
	Disagree	0	1	2	0	0	1	1	1	0	0	0
Uptodate	Agree	2	25	10	2	6	20	6	4	0	1	0
	Strongly Agree	1	25	12	4	1	27	2	3	0	2	4
	Disagree	0	1	4	0	2	1	0	1	0	1	0
helpa-	Disagree	1	7	1	0	0	6	2	0	0	1	0
	Agree	2	25	9	4	4	26	5	2	0	1	0
	Strongly Agree	0	17	9	2	0	14	2	5	0	0	4
Wellplan-	Disagree	0	2	3	0	1	2	0	1	0	1	0
	Disagree	1	12	5	2	2	9	4	3	0	0	0
	Agree	2	27	11	4	4	26	5	1	0	1	4
helpa-	Strongly Agree	0	9	5	0	0	11	0	3	0	0	0
	Disagree	0	1	0	0	0	0	0	0	0	1	0
	Disagree	0	5	3	0	2	3	1	1	0	1	0
Wellplan-	Agree	2	26	13	1	4	23	6	5	0	0	2
	Strongly Agree	1	18	8	5	1	21	2	2	0	1	2
	Disagree	0	0	0	0	0	0	0	0	0	0	0
Music	Disagree	0	0	0	1	0	1	0	0	0	0	0
	Disagree	0	4	4	0	0	4	1	1	0	1	0
	Agree	1	26	13	3	6	24	7	4	0	1	1
Locker-	Strongly Agree	1	20	6	3	1	18	1	3	0	1	3
	Disagree	0	4	1	0	0	2	0	2	0	0	0
	Disagree	0	6	4	0	0	8	1	1	0	0	0
Hygienic	Agree	2	23	8	3	7	15	6	2	0	2	2
	Strongly Agree	0	7	5	0	0	8	1	2	0	0	0
	Disagree	0	1	3	0	1	1	0	2	0	0	0
Ope-	Disagree	0	11	5	0	2	9	2	1	0	1	1
	Agree	2	28	6	4	4	19	6	3	0	2	2
	Strongly Agree	0	6	6	0	0	9	1	2	0	0	0
Nutritious-	Disagree	0	0	0	0	0	0	0	0	0	0	0
	Disagree	0	1	1	0	0	1	0	0	0	0	0
	Agree	3	28	12	2	7	22	6	6	0	1	2
	Strongly Agree	0	22	11	4	0	25	3	2	0	2	2

ENDIX 1 5 (6)

Appendix 2

CUSTOMER SATISFACTION SURVEY

Tiger Muay Thai wants to develop services. We want to hear your visions and experiences and hope to get feedback from you. Your effort is highly appreciated.

1. How long have you been customer at Tiger Muay Thai?

- ☐ Under 3 months ☐ 3-12 months ☐ Over one year

2. Why did you choose Tiger Muay Thai as training facility? Choose one or more options.

- ☐ Equipment ☐ Services ☐ Location ☐ Price
☐ Professional trainers

3. How many times a week are you practising in the gym?

- ☐ 1-2 ☐ 3 or more

4. Which classes are you participating in?

- ☐ Muay Thai ☐ Raw Fitness ☐ Cross-Training ☐ BodyFit
☐ Yoga ☐ MMA ☐ Others

5. Evaluate the quality of services using scale 1-5, (1 being the lowest and 5 being the highest scale)

Criteria	1	2	3	4	5	COMMENTS
Gym facility (training area)						
Equipment						
Trainers performance in class						
Location						
Prices						
Staff						
Atmosphere						

6. Evaluate the food services offered at Tiger Muay Thai. Tick the best option for each statement.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Tiger Menu is diverse				
The food is nutritious				
The food is tasty				
The dishes look attractive				
There are options available for allergic/vegetarian customers				
The food is fresh				
The prices are decent				
Dishes are served fast				

7. Evaluate the performance of trainers. Tick the best option for each statement.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Give detailed instructions				
Professional and educated				
Dedicated towards training				
Motivate customers				
Well prepared for class				

Treat everyone as individuals				
Punctual				

8. Choose the most relevant alternative for the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Arriving to Tiger Muay Thai is easy				
The parking place is safe				
You feel welcomed				
The atmosphere is easygoing				
Friendly staff				
Premises are clean				
Gym equipment are up to date				
Instructor available to help any time				
The classes are well planned				
Music played during class is appropriate				
Safe locker room				
Shower area is hygienic				
The opening hours are reasonable				
Healthy and nutritious food available				

9. How could we improve our existing service?

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10. What other services would you like to have in Tiger Muay Thai Center?

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Age:	<input type="checkbox"/> Under 20	<input type="checkbox"/> 21-30	<input type="checkbox"/> 31-40	<input type="checkbox"/> Over 40
Gender:	<input type="checkbox"/> Female		<input type="checkbox"/> Male	
Nationality				

Thank you for participating!

